

CHAT SALES AGENTS' EXPERIENCE OF THEIR CURRENT STATE OF WELL-BEING AT WORK

Survey for Telia Corporate Customer Care Sales Agents

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Viljami Kaseva

Abstract

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Title of publication Chat Sales Agents' Experience of Their Current State of Well-being at Work Survey for Telia Corporate Customer Care Sales Agents		
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<p>Abstract</p> <p>The aim of this thesis is to study the experience of chat sales agents' current experience of their well-being at work at Telia Corporate Customer Care department in Lahti. The study was commissioned by Telia. An anonymous survey provides information to the department on the current state of well-being at work among chat employees. The survey was sent via email to eight people currently working in Telia Corporate Customer Care, on a chat channel for customers.</p> <p>The theoretical framework discusses the concepts of well-being in general. The theoretical framework and survey are based on Marja-Liisa Manka's model of five factors of well-being: organization, leadership, work, individual and work community. The theoretical framework is supplemented by the views of other experts of well-being at work. In addition, the theoretical framework includes the correlation between increasing well-being at work and productivity.</p> <p>The survey was conducted on the internet as a Webropol survey. The same tool was used to compile the results and create a report. Based on the results, the chat sales agents are satisfied with the current state of well-being at work, especially from the individual's point of view. Regarding development suggestions, the sales agents mentioned the difficulty of getting support and insufficient communication.</p>		
Keywords: Well-being at work, workflow, chat customer service work capacity, productivity		

Abstract

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Työn nimi Chat asiakaspalvelijoiden kokemus työhyvinvoinnin tilasta Kyselytutkimus Telian Yritysasiakaspalvelun asiakaspalvelijoille		
Tutkinto Tradenomi (AMK), Tradenomi (AMK) Kansainvälinen kauppa.		
<p>Tiivistelmä</p> <p>Tämän opinnäytetyön tarkoitus on tutkia chat työntekijöiden kokemusta työhyvinvoinnista Telian Yritysasiakaspalvelun Lahden yksikössä. Kysely on tilattu Telian toimesta. Anonyymien kyselytutkimuksen avulla yksikkö saa tietoa nykyisen työhyvinvoinnin tilasta chat työntekijöiden keskuudessa. Kysely lähetettiin sähköpostilla kahdeksalle henkilölle, jotka työskentelevät tällä hetkellä Telian Yritysasiakaspalvelussa, chat asiakaskanavassa.</p> <p>Teoriaosuudessa käsitellään ensin työhyvinvointia yleisesti. Teoriaosuus, sekä kysely rakentuvat Marja-Liisa Mankan teoriaan viidestä työhyvinvoinnin tekijästä: organisatio, johtaminen, työ, yksilö ja työyhteisö. Teoriaosuutta on lisäksi laajennettu muiden asiantuntijoiden näkemyksillä työhyvinvoinnista ja sen kehittämisestä, sekä työn kuormittavuudesta. Lisäksi teoriassa tuodaan esiin työhyvinvoinnin lisäämisen korrelaatio tuottavuuden kanssa.</p> <p>Tutkimus on kvantitatiivinen. Kysely toteutettiin internetissä Webropol-kyselynä. Samalla ohjelmalla on koottu tulokset yhteen ja laadittu raportti. Tulosten perusteella yksikön chat työntekijät ovat tyytyväisiä työhyvinvoinnin yleiseen tilaan, etenkin yksilön näkökulmasta. Kehityskohteeksi nousi kokemus avun saannin vaikeudesta ja viestinnän riittämättömyydestä.</p>		
Avainsanat Työhyvinvointi, työn imu, chat asiakaspalvelu, työkyky, tuottavuus		

CONTENTS

1	INTRODUCTION	1
1.1	Research background.....	1
1.2	Presenting the case company.....	2
1.3	Thesis objectives and research questions	3
1.4	Thesis structure	4
2	WELL-BEING AT WORK	6
2.1	Organization	9
2.2	Leadership.....	9
2.3	Work.....	11
2.4	Well-being individual.....	12
2.4.1	Workflow.....	14
2.4.2	Workload	16
2.5	Well-being work community	17
2.6	Impact of well-being at work	18
3	CHAT CUSTOMER CHANNEL.....	22
3.1	Chat service.....	22
3.2	Service model for working over chat	23
3.3	Working environment.....	24
4	QUANTITATIVE SURVEY	25
4.1	Needs and goals.....	25
4.2	Research methodology and data collection	26
5	RESULTS	28
5.1	Respondent's work years at Telia	28
5.2	Work management	28
5.3	Work community.....	29
5.4	Expertise, motivation and trust.....	29
5.5	Support at CCC	30
5.6	State of change and transformation	31
6	CONCLUSIONS	33
6.1	Validity and reliability	35
6.2	Suggestion for future research.....	35
7	SUMMARY	36
	LIST OF REFERENCES.....	37
	APPENDICES.....	42

1 INTRODUCTION

1.1 Research background

The thesis aims to study how Telia Corporate Customer Care chat service agents in Lahti experience their well-being at work. The need for this research became apparent when Telia Corporate Customer Care wanted to study the current situation of well-being amongst customer service agents working over what. Due to digitalization the need for customer service over chat is constantly increasing (Orpana 2020). Working over chat requires different kind of management than working in the more traditional customer service channels in call centers. The state of well-being and requirements for the support measures needed a closer examination.

Due to constant development in society and working life, the importance and significance of well-being at work is constantly increasing. As technology develops, new kind of work emerges, which is mostly in specialist positions. Employees must acquire diverse knowledge and skills. Competence is expected to be shared with others. The ability to lead team members working remotely is emphasized, because work is ever less time- and location-specific. Demands towards work are personalized. Digitalization has also transformed customers' purchasing behavior, and customer experience as transactions have moved online from physical brick and mortar stores.

The study was commissioned by Telia Company AB, which was formed in a merger between Sonera in Finland and Telia in Sweden.. Currently Telia Company employs almost 3000 people in 30 different locations in Finland alone.

Well-being at work

Well-being at work means healthy and productive work and is the result of competent employees who work as a community within a well-run organization. Employees feel that their work is meaningful, and it supports their management of life. (Hakanen 2020.)

Developing well-being at work is the responsibility of the entire organization. It is important that development of well-being at work is long-term and systematic. The importance of well-being at work is emphasized, when motivated and long-term employees are wanted. Well-being and motivated employees are one of the most important competitive advantages for companies. Proper development of well-being at work brings also concrete

savings for companies. This is due to reduced costs as sick leaves and employee turnover decreases. The well-being of the work community consists of trust, openness and community. (Hakanen 2020.)

Several different experts have developed models for well-being at work: Steps of Well-being at work (Rauramo 2012, 15); The Dartboard of Well-being at work (Manka, Kaikkonen & Nuutinen 2007); and The Triangle Model of The Basics of a Well-being, Productive and Empowering Work Community (Kehusmaa 2011, 112). The best alternative for this thesis was Manka's (2015, 106) Five Elements of Well-Being at Work. This is presented in chapter 2 but also supplemented with other models.

1.2 Presenting the case company

Telia Company AB

Telia Company AB is an international teleoperator, which has operations in every Nordic and Baltic country. Telia Company provides telecommunication and IT services for consumer, corporate and operator customers.

Telia Company was formed in 2002 after a merger between Swedish Telia and Finnish Sonera. Then the name was TeliaSonera. In 2017 after a brand renewal, the company transformed into Telia Company. (Telia Finland 2020a.)

Telia Finland

Telia Finland is a subsidiary of Telia Company, which operates in Finland. It is a public limited company. For consumer customers, Telia Finland provides mobile phone subscriptions, 4G and 5G mobile broadbands, and fixed broadbands. For corporate customers, Telia Finland provides a larger range of services than for consumer customers. These services include more advanced and broader networking services, IP-services, call center services, and information security services. Additionally, Telia Finland provides data center and ICT services through its subsidiaries Telia Cygate and Telia Inmics-Nebula. (Telia Finland 2020b; Telia Finland 2020c.)

Telia Carrier

Telia Carrier is a subsidiary owned by Telia Company. Telia Carrier serves different networking services and it operates globally. Telia Carrier operates in 35 countries and its

network infrastructure connects more than 300 Point-of-Presence across Europe, Asia and North America. (Telia Carrier 2020.)

Thesis subject

This study focuses on the well-being of one department at Telia Finland Oyj, more specifically employees working in one customer service channel. This customer service channel is chat at the Telia Corporate Customer Care department in Lahti. This department will henceforth be called CCC. The customer service personnel will henceforth be called Sales Agents.

Before 2017 CCC consisted of six teams with approximately 10 sales agents per team. These teams were led by managers and the whole department was run by the department manager. A team of nine people started piloting a self-directed way of working. This meant that the team started operating without a manager, managing themselves and other team members.

In March 2016 a start-up team was created from CCC customer service agents who were working in a self-directed way already. In 2017 the CCC unit in Lahti adopted a new way of working and gave up manager roles. Traditional teams with sales agents and a manager, were replaced by cells. The cells were formed by customer service agents themselves based on which customer channel they wanted work in. Channels, where customers were served, were phone, chat and digital channels. Digital channels include customer contacts through email and customer service tickets from the Telia corporate portal. (Telia Intra 2020.)

Telia corporate Unit set five main themes for the year 2020. One of the main themes was well-being at work. I am currently part of the working group of well-being at work at CCC. The working group interviewed CCC personnel and as result services of increasing well-being at work are insufficient. Personnel is the largest asset that an organization has. If the organization wants to succeed in a changing world it has to motivate and take care of its employees. (Telia Intra 2020.)

1.3 Thesis objectives and research questions

The aim of this thesis is to study the current situation of well-being at work among chat channel Sales Agents in the Telia Corporate Customer care unit in Lahti. The aim is to study how the chat employees feel about the current state of their well-being at work at CCC. In traditional customer channels, customers are served via phone and email or Telia

Corporate Portal. Operational management in traditional customer channels is familiar to the company. Chat is a fairly new way to serve customers, and as a customer channel, is different from traditional customer channels (Ahvenainen, Gylling & Leino 2017, 8). With digitalization, customers are increasingly operating online. As a result, resources needed in customers service over the phone are decreasing.. More resources are required for the chat channel. (Orpana 2020.)

From this research, CCC will receive information and data on how well-being is currently experienced among chat sales agents. This research was executed by first getting acquainted with the theory of well-being at work and the experts' view on well-being at work in modern, changing society and working life. The model presented by Marja-Liisa Manka was the most suitable basis for the theoretical framework in this study.

The main objective of this thesis is to research how the chat sales agents of the Telia Corporate Customer Care unit in Lahti experience the current state of well-being at work. The research problem is solved by mapping the current state of well-being at work in the target company and the employees' experience of the support currently available. This thesis will show what the employees are currently satisfied with and presents areas for improvement. A quantitative survey will present both strengths and areas for development from the perspective of well-being at work. The answers are reported and conclusions are made based on the answers.

1.4 Thesis structure

The thesis is divided into a theoretical part and empirical research part. The theoretical part discusses the concept of well-being at work in general and five elements of well-being at work according to Manka (2015, 106). Also, the impact of well-being at work is being addressed in the financial point of view. Extensive use of literature and previous studies on well-being work has been used in the theoretical framework. The next part discusses chat as a customer channel and how the channel is different from traditional customer channels.

First, the subject of the thesis is presented, which is to study the experience of well-being at work of CCC sales agents working in the chat channel. After this, there will be discussion concerning research methods and data collection. The thesis presents a quantitative study in which data was collected through an online survey. The key concepts of the study are discussed defined in the theoretical part, forming the theoretical framework of the

study. These themes are an organization, leadership, work, well-being of and individual and well-being of a work community.

The needs of the target company and the goals of the research are presented in chapter 4.2. This is followed by decision-making process of research methods and data collection. The objective of the empirical research part is to observe how respondents experience the current state of well-being at CCC. Then results are stated and analyzed. The thesis is concluded with conclusions and results are reflected with the research question and the theoretical framework. Additionally, proposals for further research are presented. Figure 1 presents the summarized structure of the thesis.

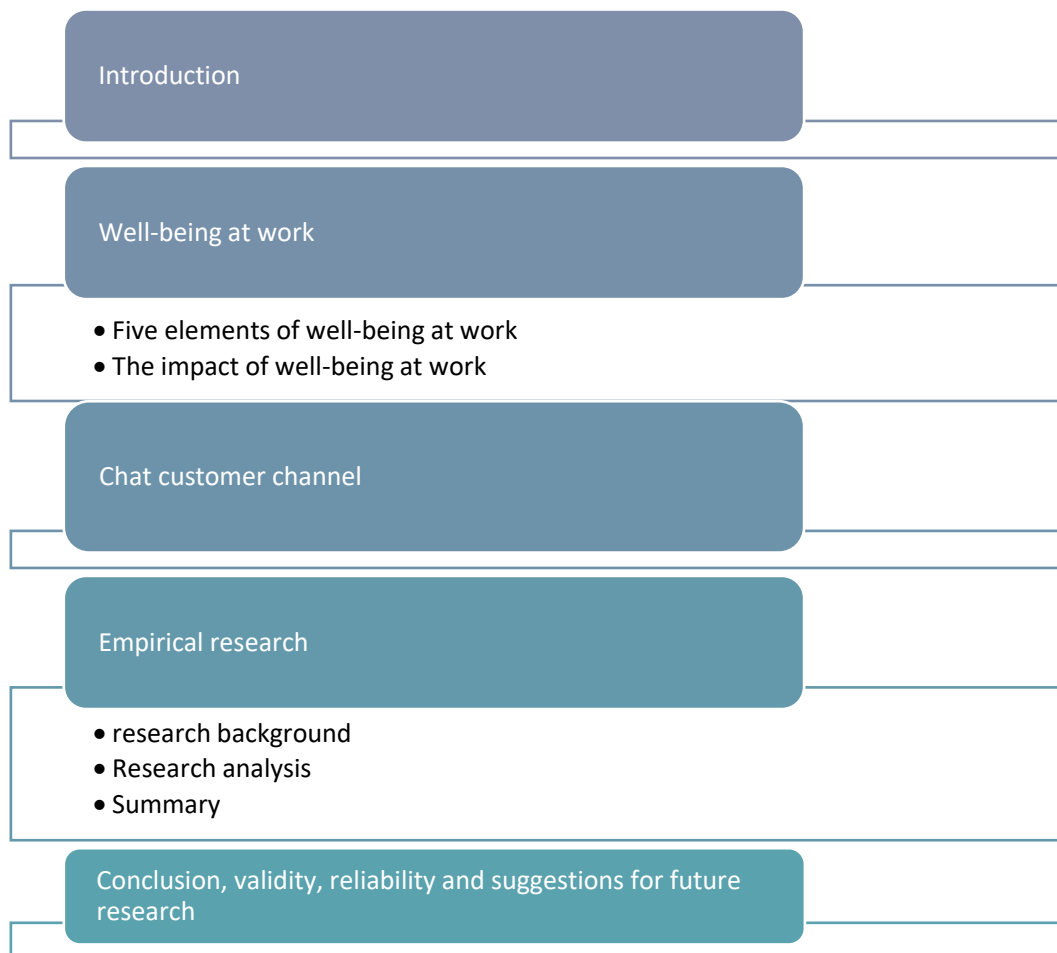


FIGURE 1. Thesis structure

2 WELL-BEING AT WORK

Well-being work is a broad entity that can consist of five different elements: organization, management, work, individual and work community (Manka 2015, 106).

Well-being at work means healthy and productive work, which is made by competent employees. They work as a work community within a well-run organization. Employees feel that their work is meaningful and that work supports their management of life. (Hakanen 2020.)

Well-being at work affects the organization's competitiveness, financial outcome and reputation. Well-planned investments in occupational well-being can pay off multiples.

(Hakanen 2020.) According to studies in the Finnish Institute of Occupational Health, well-being at work has a substantial positive connection with corporations KPI's. These key performance indicators cover such measurements as productivity, profits, customer satisfaction, lower employer turnover, sick leave and work-related accidents. (Hakanen 2020.)

A healthy employee is motivated and takes responsibility in his work community. The employee knows the requirements needed in the work and can respond to those needs. With responsibility and independent work, a person can utilize its strengths and expertise.

Well-being at work is the sum of many factors, which are shown in Figure 2. It is influenced by the characteristics of the organization, leadership, overall atmosphere, sense of control of the work and ultimately the employee's view of his work community. (Manka 2015, 106.)



FIGURE 2. Five Elements of Well-being at Work (Manka 2015, 106).

Organization

A goal-oriented organization knows its vision, strategy and values. Vision is a state of mind to which an organization is to be directed. Strategies are ways to steer action towards the vision. Work goals must be familiar with all members of the work community, for everyone to know their part in achieving them. Values are not just written as a rhetoric, but common rules and guidelines. (Manka 2015, 106.)

A flexible structure provides the best way to organize. Limited and rigid work contents and co-operation based on positional power no longer work in a drastic change of the environment. An organization operating this way is not able to respond quickly to the changing needs of the customer. As the nature of the work changes, work processes can no longer be controlled immediately. Therefore, a culture based on trust, operational flexibility and personnel inclusion is required. (Manka 2015, 106.)

Leadership

The aim of a leader is to motivate his team towards the goals of the organization. Interactivity becomes even more important: listening, encouraging and building trust. Additionally “emotional leadership” is becoming a cornerstone of leadership. Emotional leadership is perceiving emotions. Leaders must see a larger picture of the future of an organization and create conditions for renewal. Shared leadership gives space for difference and inspired innovation, which is vital for an organization's survival. An important feature that has emerged from studies of modern leadership is the leadership of optimism. Leader's optimism shifts to employees. (Manka 2015, 106.)

Work

Good work includes opportunities for an employee to influence his goal setting and way of working. Incentive value means the diversity of the content of the work and opportunities to learn something new. External rewards refer to compensation for work. (Manka 2015, 106.)

Individual

Attitudes are a relatively persistent factor influencing our behavior of how a person perceives his environment and interpret its events. Due to this, everyone sees their work place differently. Psychological capital, personality, skills, health and physical fitness also affect the experience of well-being at work, either by reducing or enhancing it. (Manka 2015, 106.)

Psychological capital is a human's internal recourse that allows him to confront difficult situations and prevent the associated feelings of anxiety and insecurity. There are four dimensions attached to psychological capital: self-efficacy, hopefulness, realistic optimism and resiliency. Psychological capital can be developed. According to some researches, half of it is a result of development and half of it comes from inheritance and upbringing. A leader can increase employees' sense of control by paying attention to the functioning and transparency of the work community and reducing job insecurity. (Manka 2015, 106.)

Growth motivation means a person's desire for continuous development and learning new things. Mental and physical fitness affect to the ability to work. Important influencing factors are workload, recovery from work, health status, the quality of nutrition and sleep. (Manka 2015, 106.)

Work community

A good spirit comes from appreciating the work of others, openness, willingness to help, success and trust. Productivity can be increased through the development and planning of work and common responsibility to achieve goals. (Manka 2015, 106.)

2.1 Organization

Well-being at work consists of many factors and requires long-term efforts in many aspects of the workplace. Well-being may be related to work environment, processes, personnel, community or management. Well-being at work is the result of long-term operations in everyday life. It cannot be created with external health tricks, but it should be a strategic decision. Well-being at work is increased by motivated leadership, a positive atmosphere in the community and the skills of the employees. (Hakanen 2020.)

Well-being at work is the responsibility of both the employer and the employee. It is the responsibility of the employer to ensure the safety of the workplace, proper management and equal treatment of the employees. The employee's responsibility is to maintain his working ability and professional competence. Everyone can further contribute to a workplace atmosphere. Other key actors in well-being at work include occupational health care, labor protection representatives and workplace stewards. (Hakanen 2020; Kantolahti 2020; Mieli Mental Health Finland 2020.)

The development of competence makes the work community learn. This requires the organization to know the core of its expertise and identify the requirements of the future. Competence will become an even more important competitive factor, as other factors in production can be copied. (Manka 2015, 106.)

The working environment affects well-being at work. Workspaces and tools must be in good condition. This is also required by the Occupational Safety and Health Act and the Occupational Safety and Health Supervision Act of 2003. (Manka 2015, 106.)

2.2 Leadership

Well-being at work is safe and productive work that qualified employees do in a well-run organization. For good leadership, the following things have to be made sure in the context of well-being at work:

- Openness – The faster and more distinct the necessary information concerning work reaches people, the less speculation, fear and distrust arises. Transparency is also important outside of the organization, because it affects the company's brand. A good image retains employees, attracts customers and new employees.
- Trust, inclusion and community – Strict rules and monitoring should be replaced by trust and inclusion. Everyone's voice is allowed and should be heard. When there is genuine interaction at work, there is also a sense of community. When lost and won together, no one is "guilty" alone.
- Experimentation and fallibility – If you newer try anything new, you are not able to innovate. The ability to innovate is becoming increasingly important in the changing world. However, it is not always possible to succeed, since no one is perfect. If making a mistake is immediately punishable, inventing and experimenting is not tempting. If you let people innovate and try things which are they are interested in, the work is meaningful. (Hakanen 2020.)

These principles support the idea of the human being as the most important resource of the workplace. If people live in the darkness of knowledge or are not able to express themselves, it is pointless to expect good results. Taking these ideas a guideline in everyday work is probably possible in any workplace. (Janhonen & Taipale 2015.)

Self-direction

Martela & Jarenko (2017) distinguish terms of self-direction and self-organization from each other. Self-direction is the ability of an individual, self-organization defines a group. Self-direction refers to the individual's ability to work independently, without external guidance or control. In self-direction theory, a person wants to act from his starting point and is then internally motivated to act. In theory, individual actions are primarily guided by three basic psychological needs. These three needs are the need for autonomy, the need for a sense of ability and social cohesion. (Vaara 2014.) When these basic needs are met, better motivation and mental health can be produced for oneself. If these needs are hindered, a decrease in motivation and well-being decreases. (Deci & Ryan 2000.) Internal motivation is believed to both arise and persist when the basic psychological needs of self-direction theory are in place (Martela & Jarenko 2015, 17; Vaara 2014).

Self-organization

In a self-organized group, hierarchical structures are striven to minimize. When a group or organization is self-organized, there is no chain of command or rigid hierarchies, fixed

roles or managers from whom an employee should ask confirmation for all decisions. Employees are organized together and this is reshaped when necessary. People interact in a meaningful way with each other and new teams are built if necessary. However, self-organization does not mean complete decision making power among individuals without any restrictions. Small organizations can operate effectively without well-defined structures, even though there will be formed different practices inside the organization. In an organization over ten people, self-organization is more difficult without any predefined structures or operating models. (Martela & Jaren 2017, 12-13.)

It is particularly important to reduce hierarchy and bureaucracy in an organization. The lower the hierarchy is in the organization, the better it is for everyone. Good results are shown when people are trusted and they are given responsibility and authority to develop their work and company operations. (Kesti & Purhonen 2016.) In a bureaucracy, employees are controlled and commanded. On the other hand, self-directed employee's talents and abilities to perform their tasks successfully are trusted. Consequently, no control is required and the starting point is the strong autonomy of the employees and the freedom to make decisions independently. (Martela 2017.)

2.3 Work

Good work includes opportunities for an employee to influence his goal setting and way of working. Incentive value refers to the diversity of the content of work and opportunities to learn new things. The salary is external compensation. As a result of good work, the employee has a feeling of work control, which reduces stress, risk of illness and lack of motivation. (Manka 2010, 18.)

As a whole, rewards consist of both tangible (monetary) and intangible (non-monetary) rewards. Typical tangible rewards are salary, fringe benefits and other employee benefits. Typical intangible rewards consist of meaningful and challenging work, positive feedback and opportunities for development. Additionally, a pleasant working environment, atmosphere and modern tools are included in intangible rewards. (Sistonen 2008, 177.)

According to the two-factor theory (Herzberg 1966; Sistonen 2008, 177), work has two basic dimensions, which are the hygiene dimension and the motivational dimension. Hygiene factors belong to the external conditions of work. These factors include salary, status, the atmosphere at work, security to retain work, relationships at work, operating methods and administration for example. Hygiene factors reduce dissatisfaction but do not af-

fect the employee's work motivation or performance. On the other hand, motivational factors are related to work content, occupational success, feedback, public recognition, career progression, personal development and experience responsibility. The theory emphasizes the importance of work content when rewarding or motivating employees, as well as various elements of intangible rewarding. (Sistonen 2008, 177.) Figure 3 shows the split between hygiene dimension and motivational dimension.

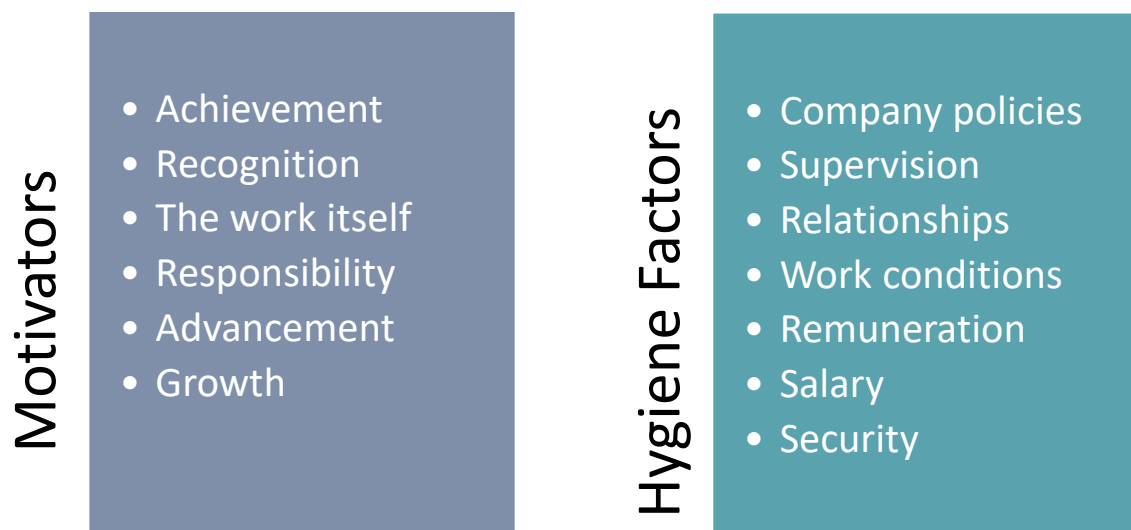


FIGURE 3. Hygiene dimension and motivational dimension (Sistonen 2008).

2.4 Well-being individual

Otala and Ahonen (2003, 20-22) present the aspects of well-being at work as a social, mental and physical dimension. These three dimensions of well-being include factors that affect an individual's well-being in three different levels. In this case, well-being at work is described metaphorically in Maslow's Hierarchy of Needs. The hierarchy theory applied to well-being at work is shown in Figure 4.

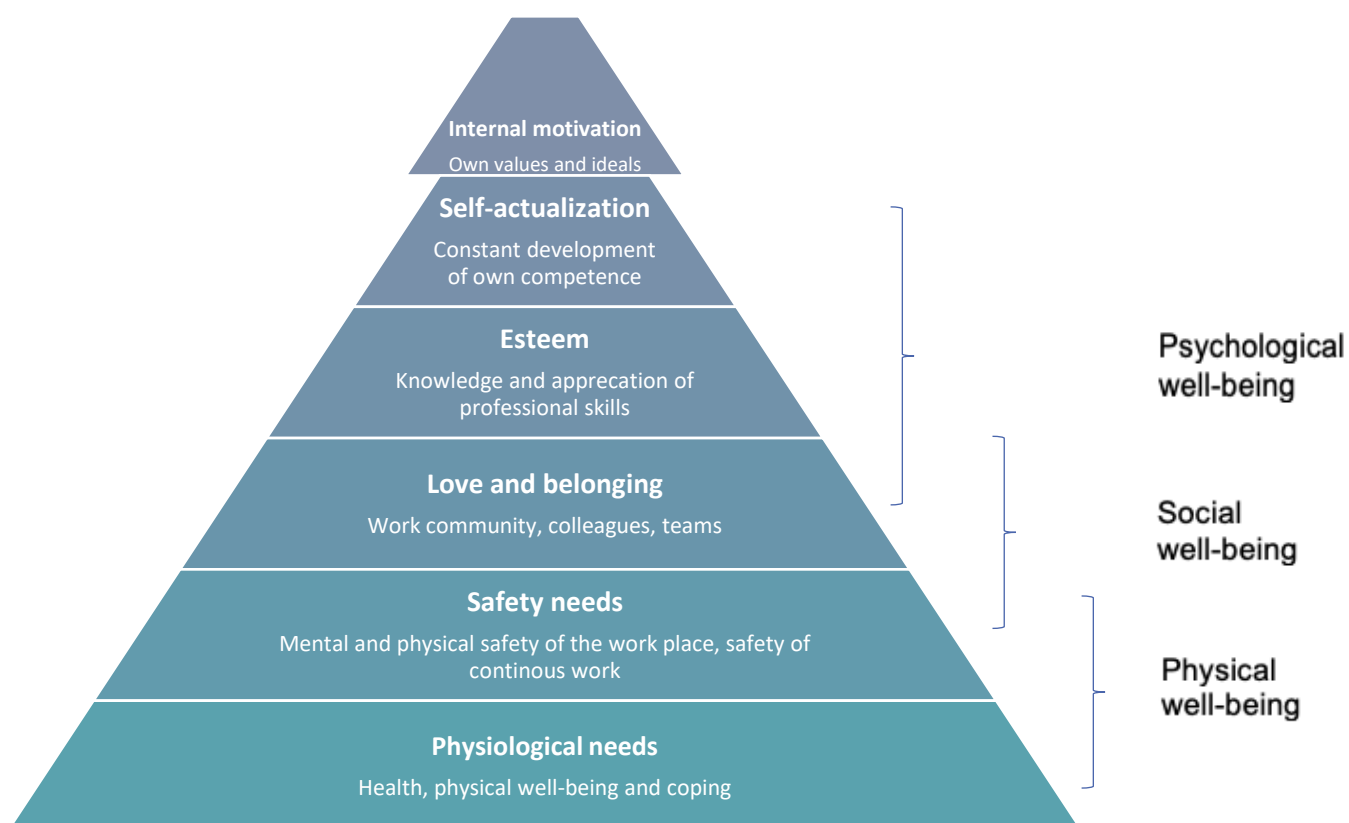


FIGURE 4. Well-being at work is described metaphorically in Maslow's Hierarchy of Needs (Ojala, L Ahonen, G 2003, 21).

Well-being at work is further affected by appreciation felt by the employee, which is based on skills and competence; proximity, which is shown as a close work community and good social relations; safety, which means a trustworthy atmosphere at work and mental and physical safety. All of these elements presented in Figure 4, combined with physiological needs, like hunger and sleep, describe overall well-being. By dividing overall well-being at work into segments, it is easier to look at an individual's well-being. In addition to the dimensions of well-being at work, when employee's knowledge, skills, competence as well as internal values and motivation are taken into account, the individual's performance can be developed more strategically. (Ojala & Ahonen 2003, 20-22.) Figure 5 presents Finnish Institute of Occupational Health (2020) compilation of the characteristics of an employee. These results can be achieved by managing well-being at work.

Traits of well-being employee
Is motivated and responsible
Utilizes his strengths and expertise
Knows the goals of his work and strives to achieve them
Receives feedback and finds it useful
Feels necessary and confident
Experiences both cohesion and independence in his work
Feels workflow

FIGURE 5. A well-being employee (Finnish Institute of Occupational Health 2020)

Different dimensions of well-being at work can be observed in traits provided in figure 5. The employee feels physically well when he has the capabilities to invest in his work with a lively and enthusiastic attitude. The features of social dimensions are reflected in communication in the work community, such as giving and receiving feedback, teamwork and interaction. The physical dimension is shown as an employee's personal motivation, self-confidence and strong independence. (Ojala & Ahonen 2003, 21.)

Pyöriä (2012, 23) states that the relationship between an employee and the workplace is a key factor in the formation of well-being at work. A clear vision of the organization's operations and finance must be created, for the employee to understand that he has an important role in the organization's success. The reason behind this statement is, that often employees feel they are only a part of a larger rat race. Pyöriä (2012, 10-11) emphasizes, that the appreciation employee experiences, is strongly influenced by his motivation, enthusiasm and coping with the workload. It is the employer's responsibility to disclose the employees' successes, support and encourage them. The employee wants to feel important about himself and his work input.

2.4.1 Workflow

When an employee is inspired by his work, he experiences workflow. A well-being employee receives feedback on his work and as a result, the employee feels beneficial. (Hakanen 2020; Mieli Mental Health Finland 2020.)

Workflow means maximal well-being at work. An employee experiencing workflow receives various range of meaningful and enough challenging assignments at work, where the employee can use his expertise and skills efficiently. The person experiencing workflow enjoys immensely of his work. (Hakanen 2020.)

The concept of workflow refers to work-related enthusiasm, joy and motivation. An employee experiencing workflow is energetic, dedicated, immersed, resilient in adversity and proud of his work. The employee experiences his work meaningful, challenging and inspirational. (Finnish Institute of Occupational Health 2020). The employee's experience of his role in the work community affects also the meaningfulness of his work. Experience of meaningfulness towards the employee's work is born, when he experience his contribution as part of larger a totality. When the employee's goals are related to goals of the whole organization, the role of the employee in the organization concretizes. Performance appraisals are one channel, where this kind of connection is aimed. (Kehusmaa 2011, 112.)

"Workflow and joy are important parts of work life. The more we experience them, the more we endure the faults of working conditions. The best situation is when our work is meaningful and faults are minimized", says Luukkanen (2011, 39.)

According to Jari Hakanen (2020), a researcher at the Finnish Institute of Occupational Health three signs of workflow are vigor, dedication and immersion. An employee is vigor, when he feels energetic throughout the whole workday. This shows, that the work is challenging and the employee's resources are activated. If the employee feels fatigued most of the workday, his work is often exhausting. As a result, the only motivation is compulsion and salary. (Luukkala 2011, 38.)

Dedication is implied when the employees and the employers values are like-minded. A dedicated employee can genuinely appreciate the product or service what the employer market. Another sign of dedication is, when the employee can imagine himself working in the same organization for years to come. The opposite of dedication appears, when the employee judges the employer and is constantly seeking new work for himself. (Luukkala 2011, 38.)

Immersion as a concept is close to flow phenomenon, which means a flow experience when things go smoothly and time flies. An employee experiencing immersion feels the workday passing unnecessarily quickly and is eager to work after working hours. Immersion like this is rarely dangerous, since a person experiencing it often wants to do many activities in his spare time. If the employee feels his work boring and workdays slow, the

employee feels tired. This can lead that spare time is also boring and time is spent on the couch watching television. (Luukkala 2011, 38-39.)

2.4.2 Workload

The opposite of workflow is work holism, which is compulsive. In work holism, work is done at the expense of the rest of the life and a person experiencing this cannot mentally break away from work even in spare time. As a result, the employee has more than the average level of stress, exhaustion and dissatisfaction for his life. Unlike employee experiencing workflow, who is happier and whose working abilities are higher than the average employee. (Mieli Mental Health Finland 2020.)

Stress is a situation in which a person is faced an enormous amount of challenges and demands that resources needed for adaptation are not adequate. This results in an imbalance between external demands and internal resources. All stress is not harmful. What matters is whether the stress is continuous or temporary. Often short-term stress does not result problems, but it causes people to do their best. Prolonged stress is dangerous in various ways. It affects the development of many somatic diseases such as anxiety and depression and aggravates the symptoms of existing diseases. (Puttonen 2006; Mattila 2018.)

Stress is generally caused by constant rush, noise, excessive responsibility, inappropriate work, sudden changes in life or family problems. In work-life examples of causing stress can be lack of control in work, unreasonable demands, lack of appreciation and support, interpersonal problems, bullying or unfair treatment, vague division of labor and guilt for undone work. (Puttonen 2006; Mattila 2018.)

Stress factors can be divided into mental and physical stress factors. Depending on the type of work, these factors highlight differently. Different stress factors are interrelated and can accelerate each other, for this reason, it is difficult to separate them. (Viitala 2013, 2013.) Typical physical stress factors can be for example physical work, unergonomic and static working positions, sitting or use of hand force. These factors are related to occupational accidents and psychosocial stress. Typical mental stress factors are too excessive workload, negative work community, organization of work, the operating methods and leadership of the organization. When it comes to harmful stress, it usually refers to the hectic nature of the work, urgency, time pressure and excessive challenges. Harmful stress can also arise, when the workload is too small, where challenges and competence of the employee do not relate. (The Finnish Institute of Occupational Health 2020b.)

It is important to identify the factors decreasing well-being at work. Stress load factors are factors connected either to work or working environment, which affect the employee either positively or negatively. An employee experiencing negative affects decreases his ability to control his work and stress load factors connected to it. An employee can also feel stress load factors positively when he feels energetic and helps to experience feelings of accomplishment and development. (Viitala 2013, 214.)

2.5 Well-being work community

The well-being of the work community is an entity created by employees. According to the Finnish Institute of Occupational Health (2020) there is less sick leave, fewer accidents and motivation is higher in a well-being work community. The organization's personnel well-being correlates, for example, to customer satisfaction. Customer satisfaction increases long-term and committed customer relationships. Thus, it is the responsibility of the employer to ensure safe working conditions, the employees' professional skills and providing occupational health care. Finnish Institute of Occupational Health has compiled the characteristics of a well-being work community. These characteristics can be seen in Figure 6.

Traits of a well-being work community
Be open and trustworthy
Inspire and encourage others
Work together for a common goal
Give positive feedback
Keep the workload in manageable proportion
Dare to talk about problems
Maintain operational capacity in the state of change

FIGURE 6. A well-being work community (Finnish Institute of Occupational Health 2020)

Figure 6 presents various factors, which can affect the organization's well-being. In a functioning work community, people dare to talk about problems and listen to each other. The manager often experiences matters differently than a subordinate and this is often seen as poor management of well-being at work. For this reason, transparency, reliability and

interaction are important creators of well-being at work. (Virtanen & Sinokki 2014, 157 – 158.) All these factors are called work community skills, which are divided into managerial and subordinate skills (Ilmarinen 2020, 4).

According to Ilmarinen (2020, 5) strong work community people interact and strive for social activities in every way. The safety of the work community and reliable social relationships give better opportunities for performance appraisal and operational development. Interaction in the work community develops the skills of all its members when criticism can be expressed with confidence. Ilmarinen (2020, 7) summarizes work community skills in these three areas:

- Responsibility of own work and the development of working conditions
- Responsibility of own performance, scheduling and work-life balance
- Responsibility active work and self-development

In functional work, community responsibilities are divided into everyone involved. At the same time, it is the responsibility of the members of the work community to lead themselves and understand the large picture of how the work community functions. A constructive and developing view of one's work addresses good subordinate skills, which are valued in a work community. Through own behavior, other members of the community are supported and this results in a tight and functional work community. (Ilmarinen 2020, 5-6.)

2.6 Impact of well-being at work

Well-being employees and work communities together create an organization's well-being as a whole. The organization's financial investment in well-being can be small or large, but the sums of money spent are not wasted, as they only return higher. The financial benefits of well-being at work are clearly visible in productivity, customer satisfaction, sick leave and accident prevention. Also, well-being organization increases significantly its image, which in turn raises the company's PR value. (Hellman 2018.)

In her article, Hellman (2018) presents a couple of ways to influence personnel productivity and well-being. These include investing in human friendliness in building, for example by guaranteeing clean air and a necessary amount of lighting, investing in the comfort of the office and taking into account the physical needs of the personnel. A comfortable and healthy work environment reflects employee motivation and alertness, which increases productivity. Hellman (2018) emphasizes that poor indoor air can increase sick leave by

up to 35 per cent. Ways of increasing well-being at work, The Finnish Institute of Occupational Health (2020), proposes comprehensive occupational healthcare, as physical well-being personnel brings significant financial benefits to the company.

Well-being at work is established on the basics such as empowerment, open culture and good leadership. Investing in well-being at work is economically justified, as a healthy employee can be 25 per cent more productive than a fatigued employee. These statistics are from a study made by Aalto University and the University of Tampere in 2018, which measured employees' well-being and productivity at Nordea Bank PLC. According to the study, openness in the interaction between management, team leaders and customer service advisors increased well-being and improved productivity. (Eskelinen & Nuutinen 2018.)

The University of Lapland has developed two significant theories, which are agreed by the international scientific community. The first one of these theories is human capital production function, which is being used to analyze how well-being at work and other human-resource-related factors impact a business. The second one of these theories is the Quality of Working Life Index, QWL, which measures the relationship between occupational well-being and productivity. QWL implies what part of the time spent at work is genuine, effective working time. QWL enables one to reliably measure the impact of occupational well-being on productivity, which can be seen in Figure 7. (Kesti 2016a.)

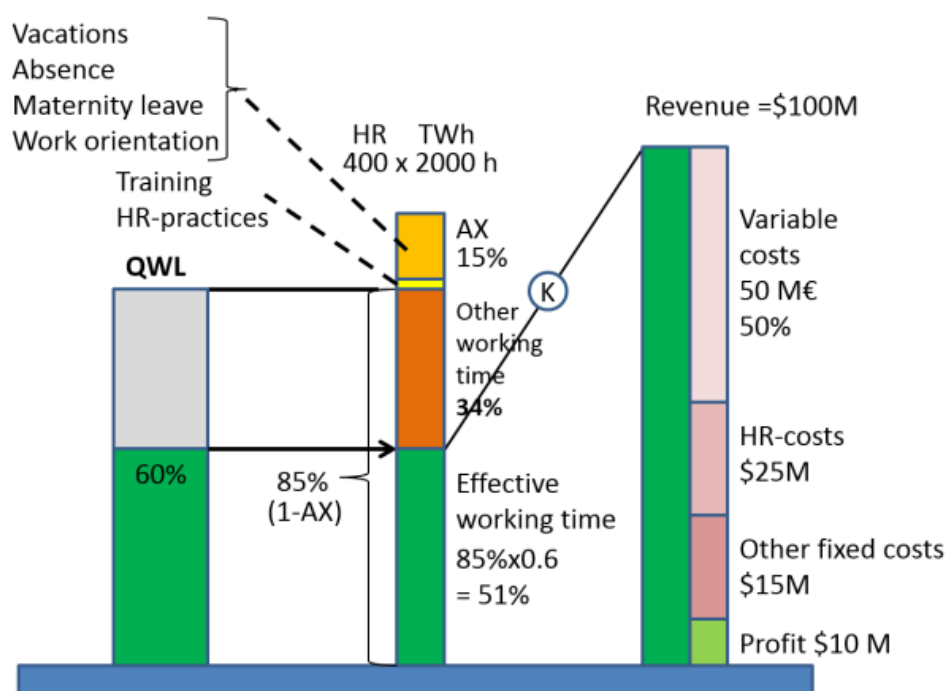


FIGURE 7. Index of well-being at work (Kesti 2016b).

Work nausea eats performance. Avoiding nausea does not create efficiency and thus a superior competitive advantage. Instead, workflow increases the efficiency of an organization, but only if personnel are not overburdened. Performance is always a combination of self-appreciation, so managers and supervisors must control both to avoid occupational nausea and to promote workflow. (Kesti 2016a; Eskelinen 2018.)

Instead of quantifying working time, it is much more significant to measure how working time is used qualitatively. Research from the University of Lapland and the Finnish Centre for Pensions from 2016 showed, that a good quality in working life protects against disability to work. Low quality in working life is not only less productive but also doubles the risk of disability to work. According to the study, the average quality of working life in Finland is an average of 59 per cent. (Kesti 2016a.)

Well-being is an investment (Hakanen 2020). It helps with work-related stress and coping with the workload. While well-being at work increases, productivity and commitment at work increases simultaneously. This again results in less sick leave. (Kantolahti 2020.)

The workload of sick leave is very high for companies. In particular, the prevention of long-term absences or musculoskeletal disorders pays itself back. In addition to the lost work input, there are difficulties to acquire substitutes, especially with short notice. The majority of Finnish employees have good or exceptional work ability. Nevertheless, the average sick leave has been five to seven days per year per employee. One day of sick leave costs approximately 350 euros for a company. (Haka 2019.)

If well-being at work is not dealt with, the ability of the employees to work decreases. At worst it can lead to disability. According to Varma, 18 000 Finns have shifted to disability pension annually. The largest single reason is mental health problems. (Leskelä & Varma 2019.)

The first signs of decreased ability to work or burnout may appear for example in performance appraisals, in addition to the employee's own observations at the workplace. It is vital to intervene with the decreased ability work as soon as signs of it start to appear. As the situation prolongs, disability to work most likely adds workload to the whole work community. This extra workload can be an increased amount of work or training new substitutes. (Haka 2019.) Disability has increased especially employees under 45-years old and 60-years old. The most common cause of disability to young people is mental disorders. For an older population, the rapid change of work-life and skills requirements lead to early retirement (Varma 2019.)

Alex Edmans, a professor at London Business School, has researched the top 100 companies in Fortune Financial magazine. The material for the study was from 1984-2011. From the results, Edmans erased the external change factors such as the general development of the industry. Edmans' results clearly proved that the shares of the companies that take best care of the wellbeing of their employees performed 2.3 to 3.8 per cent better annually, than their competitors. The well-being at work has a substantial financial impact on the organization. (Satuli 2017, 12.)

The successful development of well-being at work

According to Virtanen and Sinokki (2014, 189) well-being at work is directly linked to results at work, which are manifested, for example, in good customer service or high sales figures. This is one of the many reasons, why well-being should be part of everyday actions in workplaces. This argument is also supported by Murto (2017), who emphasizes that the effects of well-being at work reach also to employees' personal life, workplace and society, by bringing great economic benefits.

The successful development of occupational well-being is often shown a consistency of personnel. Consistency is shown for the organization as well to its customers. Strengthening the resilience in an organization is important, whose competitors are also interested in a good and skilled workforce. An organization needs to consider and reflect, why an employee wants to commit to a certain organization. Kesti proposes concrete goals for increasing the performance in every Finnish work communities. The goal is related to working life innovations, which means utilizing knowledge-based competitive advantages. For example, this can mean improving the customer process or agreeing on the working rules in the working community. Results have proven, that the productivity of an organization increases when the manager implements four working life innovations per year in his team. (Kesti 2016b.)

Well-being at work, the development of well-being at work and productivity are interrelated, so well-being at work also affect to the success of organizations Examining the effects of systematic development based on economic indicators, it has been possible to show that large-scale development increases employees' well-being at work and reduces sick leave and the number of early retirements. This increases efficient working hours and improves productivity. (Elo, Ervasti, & Kuokkanen, 2010; Vanhala & Stenius 2013.)

3 CHAT CUSTOMER CHANNEL

3.1 Chat service

Chat is a channel found on the company's website through which the customer can easily and quickly contact the customer service agent. The discussion takes place in real-time and is done in writing. Increasingly service via chat is available around the clock. Customer spends more and more time online, so it is common to contact customer service via chat. Chat is a cost-effective channel for a company, through which one agent can serve multiple customers simultaneously. The popularity of chat is forecast to grow into the most-used channel in the future when it comes to contacting a company's customer care. (Angervo & Wenäläinen 2017a.)

Statistics Finland's "Populations use of information and communication technology" -statistics show, that use of the internet is common in all age groups in Finland. According to a survey conducted in 2017, 88 per cent of Finns aged 16-89 used the internet. Almost all aged under 55 used the internet. 73 per cent of the users browsed online daily. (Statistics Finland 2018.)

Chat service is not just a communication application between a customer and a company. With chat service company can gather an enormous amount of data from the customer and his buying behavior. Such information can be, for example, customer's geographical location, language, pages they have visited previously within the company's website or what they have in a shopping cart. In addition, it is useful, that every conversation is saved as a log, which can be reviewed later. (Brandl 2013.)

Technology offers unforeseen opportunities to improve customer experience with new modern services. The fast phase of digitalization has brought companies a wide range of tools, which technology can be used for the benefit of the company and the customer. A common challenge for an organization is, that often guidance and training alone are believed to be adequate to introduce new technology. (Ahvenainen, P & Gylling J. & Leino S. 2017, 8.)

Traditionally, when the company invested in a new apparatus, staff were trained effectively to use the new device. However, it is no longer enough to simply know how to use a service or a device. When implementing modern technology, it is important that people's operating and working methods are developed and adequate competence is ensured. If a

company doesn't succeed in this operation, investment is mostly wasted and desired improvements are not achieved (Ahvenainen, P & Gylling J. & Leino S. 2017, 8.)

3.2 Service model for working over chat

Chat differentiates from other service channels. For example, service models from telephone services cannot be directly applied as a chat service model. The best possible service for customers can be ensured by defining own service model for each service channel. It is typical for a chat service, that sales agents can have a conversation with multiple customers at the same time. Although the customer flow and pace of serving customers can be fast in a chat service, quality and proficiency should be ensured. With a service model, the company guarantees that the service works in the way the company desires and trains sales agents to operate accordingly. With a well-built service model, it is also easier to develop the content of the service. (Angervo & Wenäläinen 2017b.)

Aspects of the service model

The service model of chat is constantly developing, but the basic elements for it remain the same. The basic structure of a service model is built by the following structures:

- Beginning to welcome the customer to chat
- Mapping customers need
- Proposed solutions for the customer
- Ending to the conversation, which informs the customer conversation is over and simultaneously probing customer's feelings concerning the service received (Angervo & Wenäläinen 2017b.)

Qualities

The company needs to define what kind of qualities are required from the chat tool. Chat combines traditional customer encounters and self-service. The line between these two is vague, so it is important the customer care to think, what is done on behalf of the customer and what is left for his responsibility. (Angervo & Wenäläinen 2017b.)

Even though almost everything can be taken care of through chat, there should not be difficulties or fear to change to another service channel if required. However, the most important thing is, that the customer's matter is handled as efficiently and fast as possible. (Angervo & Wenäläinen 2017b.)

3.3 Working environment

Chat often serves multiple customers simultaneously and this requires the customer service agent to be able to handle multiple tasks at once. In addition to a good ability to concentrate, it is important that there minimum distractions in the working environment. Such distraction can be noises and interruptions. Some are more sensitive to distractions than others. However, it is important to pay attention to the working environment, as interruptions and poor concentration significantly slow down the work of customer service agents. Many chat agents use their headphones to filter out of background noise from interfering work. In a work environment, it is good to consider this, when planning workstation locations, so that chat agents and customer service agents are not placed close to each other to minimize interference. (Carlaw, Carlaw, Deming & Friedman 2003, 21.)

A Finnish brain researcher Minna Huotilainen has written in her blog, "These five things need to change the most in Finnish working life", things that she believes should be changed in working life. She states, that every interruption and shortsighted jumping between tasks increases made mistakes and the same work takes longer. According to Huotilainen, this also affects the physiology of the employee; when pulse rises and readiness level is extreme, then concentration starts to break. This leads to a point, where an employee starts it interrupt themselves and jumping between tasks becomes a natural and correct way of working. When we are in a hurry and constantly interrupted, the brain sets our body into a so-called fight or escape mode. According to Huotilainen modern working life abuses this safety mechanism in our brains, which raises our level of readiness, because initially a lot of time has been spent recovering and unwinding. (Huotilainen 2018.)

Another point raised by Huotilainen is, that workspaces should be organized according to the type of work and the type of person doing the work. She states, that different types of people should be taken into account when contemplating workspaces. For example, a person who is distracted easily and does work which requires concentrations needs a working space he can work without interruptions. Huotilainen also emphasizes the importance of social welfare facilities, as if they were the nerve center of the workplace, where work matters can be discussed informally with co-workers. (Huotilainen 2018.)

4 QUANTITATIVE SURVEY

4.1 Needs and goals

Before 2017 CCC consisted of six teams with approximately 10 customer service agents per team. These teams were led by managers and the whole department was run by the department manager. In March 2016 a start-up team was created from CCC customer service agents, who were working naturally in a self-directed way already. A team of nine people started piloting a self-directed way of working. This meant, that the team started operating without a manager, managing themselves and other team members. (Telia Intra 2020.)

The start-up team set key performance indicators to measure the success of the team. KPI's set, were sales, efficiency and overall well-being at work. The pilot was run for eight months. As a result of the successful piloting period whole CCC unit in Lahti adopted the new way of working in spring 2017. Manager roles were given up and customer service agents re-organized and teams were replaced by cells. Sells were formed by customer service agents themselves by their wishes which customer channel they wanted work in. Channels, where customers were served, were phone, chat and digital channels. Digital channels consisted of the customer contacting via email and work requests from the Telia Corporate Portal. A new support cell was also formed. Support cell consisted of the department manager, two HR managers, two business coaches, sales director and quality manager. The aim of support cell was to help customer service agents with HR tasks, operative tasks, processes and generate overall improvement in the department to function properly. After almost three years of functioning in a self-directed way, cells were re-formed in January 2020 and new cells were split to smaller groups and customer service agents working in different customer channels were mixed in between these new cells. (Telia Intra 2020.)

In 2020 Telia Corporate Unit set five main themes for the year. One of the main themes was well-being at work. The need for this study became apparent when CCC wanted to study the current situation of well-being amongst customer service agents working in chat customer channels. As stated in the theoretical part, due to digitalization customer flow in the chat channel is constantly increasing. Chat channel requires a different way of leading than traditional customer channels. Due to this, the current state of well-being and requirements for the (chat customer service agents) for support measures, needed a closer examine.

4.2 Research methodology and data collection

The research was implemented as quantitative research. The survey was created to receive a subjective description of how CCC chat personnel experience the current state of well-being at work.

This thesis is quantitative research with structured questions. The basic form of quantitative interview is structured questions. Structured questions have ready-made answering alternatives. From these alternatives, the respondents choose suitable one or ones. Providing options it is easier to give reprehensible and critical answers. (Heikkilä 2008, 16, 50-51.) The research plan is formed as the research progresses. It is implemented flexibly and the plan will be adapted as necessary. (Hirsjärvi, Remes & Sajavaara 2008, 164.)

One way of gathering data is a questionnaire, which is known as the cardinal method of survey research. In a survey, data is in a collected standardized way, with the target group forming a sample. Everyone answering the survey receives the same questions. The advantage of a survey is, that it enables to collect a wide range of data from a large audience. Also, it is effective, saving the researcher time and effort. The schedule and costs can also be estimated accurately. (Hirsjärvi, Remes & Sajavaara 2008, 193, 195.)

Survey has also disadvantages. The most common disadvantages are considered to be the superficiality of the data and theoretically moderate studies. It is not possible to be ascertained of the reliably or seriously respondents answer, nor how beneficial the answer alternatives are for the respondents. Misunderstandings are difficult to control and it is difficult to know how aware respondents are concerning the topic. In some cases the non-response rate is high. (Hirsjärvi, Remes & Sajavaara 2008, 193, 195.)

The topics for the survey were collected from the theoretical part of this thesis. Also, topics for the survey rose from everyday phenomena in CCC. The questionnaire was sent in mid-April 2020 for customer service agents working in the chat channel. Currently, eight people are working in chat channel and every participant answered the questionnaire (Appendix 1). A briefing concerning the research was sent to the participants via email. After email, a skype conversation was conducted for the participants to ask questions or help concerning the survey. Three of the respondents were male and five female. Respondents included employees who had been working over 10 years at Telia and newer employees, who have been working less than five years in the company.

The questionnaire included six topics. In these six topics, there were 27 questions. The questionnaire was reviewed by four people. One of these people was the department manager of CCC. The questionnaire was completely anonymous and results were stored in a computer that is locked with a password. There was no perceived ethical barrier in the study since the questionnaire is anonymous and the author is not working in chat channel.

The topics formed for the survey from the theoretical framework part are:

- Organization
- Leadership
- Work
- Well-being of individual
- Well-being of work community

5 RESULTS

5.1 Respondent's work years at Telia

The original questionnaire was conducted in Finnish. For this thesis, the results of the questionnaire have been translated to English.

As stated before, the answering rate of the questionnaire was 100%. The questionnaire was sent to eight respondents and everyone answered it. Table 1 shows that from current CCC chat employees 12.5 per cent have been working for between one to five years, 50 per cent six to ten years, 12.5 per cent 11 to 15 years and 25 per cent over 16 years at Telia Finland Oyj.

TABLE 1. Respondents work years at Telia Finland Oyj (N=8).

Question	n	Per cent
Less than a year	0	0 %
1-5 years	1	12.50 %
6-10 years	4	50 %
11-15 years	1	12.50 %
Over 16 years	2	25 %

5.2 Work management

Table 2 shows how the respondents experience their current work management. 12.5 per cent agreed partially and 87.5 per cent agreed, that they can work independently and freely enough. 12.5 per cent partially disagreed, 25 per cent partially agreed and 62,5 per cent agreed, that they can cope with their work and know what is expected from them.

12.5 percent disagreed, 50 per cent partially disagreed, 37,5 per cent partially agreed, that they can influence goals set for their work.

TABLE 2. Work management (N=8).

Question	Disagree	Partially disagree	Partially agree	Agree	Average	Median
a. I can work independently and freely enough	0 %	0 %	12.50 %	87.50 %	3.88	4
b. I feel like I am good at my work and know what is expected from me	0 %	12.50 %	25 %	62.50 %	3.50	4
c. I can influence the setting of goals for my work	12.50 %	50 %	37.50 %	0 %	2.25	2
d. Working environment: I can focus enough on my work	0 %	37.50 %	37.50 %	25 %	2.88	3

5.3 Work community

Table 3 shows respondents' experience of work community and the relationship between colleagues. 12.5 per cent disagreed, 12.5 per cent partially disagreed, 37.5 per cent partially agreed and 37.5 per cent agreed with the statement, that there is a good atmosphere in the workplace. 12.5 per cent partially agree and 87.5 per cent agrees, that they are willing to help their colleagues success with their own tasks. 12.5 per cent partially disagree, 62.5 per cent partially agree and 25 per cent agree, that they work actively with colleagues to achieve common goals. 37.5 per cent partially agree and 62.5 per cent agree, that they like to give and receive feedback from their work.

TABLE 3. Work community (N=8)

Question	Disagree	Partially disagree	Partially agree	Agree	Average	Median
a. Our workplace has a pleasant atmosphere	12.50 %	12.50 %	37.50 %	37.50 %	3.00	3
b. I work actively with colleagues to achieve goals	0 %	0 %	12.50 %	87.50 %	3.88	4
c. I work actively with colleagues to	0 %	12.50 %	62.50 %	25 %	3.13	3
d. I am happy to give and receive feedback	0 %	0 %	37.50 %	62.50 %	3.63	4

5.4 Expertise, motivation and trust

This part of the questionnaire addresses the respondents' experience of their current state of expertise, motivation and trust towards the employer. As shown in table 4, 50 per cent of the respondents partially agree and 50 agree, that they know their own strengths and areas for development. 50 per cent partially agree and 50 agree, that they are willing to take on new tasks and new challenges. 50 per cent partially disagree, 25 per cent partially agree and 25 per cent agree, that they can use their skills in many ways in their work and it is utilized in their work community. 12.5 per cent partially disagrees and 87.5 per cent

agree, that they dare to express their own opinions. 25 per cent partially agrees and 75 per cent agrees, that they are generally satisfied with their work performance and achievements at work. In question 4.f. there were seven responses instead of eight. 14.28 per cent partially disagree, 42.86 per cent agree and 42.86 per cent agree, that they mostly enjoy their work and feel satisfied while working. 37.5 per cent partially agree and 62.5 per cent agree, that they are persevered and do not give up easily in challenging tasks.

TABLE 4. Expertise, motivation and trust (N=8)

Question	Disagree	Partially disagree	Partially agree	Agree	Average	Median
a. I know my strengths and areas for development	0 %	0 %	50 %	50 %	3.50	3.5
b. I am happy to take on new tasks and challenges	0 %	0 %	50 %	50 %	3.50	3.5
c. I can use my skills in many ways in my work and it is utilized in the work community	0 %	50 %	25 %	25 %	2.75	2.5
d. I dare to express my opinions	0 %	12.50 %	0 %	87.50 %	3.75	4
e. I am generally satisfied with the work and achievements at work	0 %	0 %	25 %	75 %	3.75	4
f. I enjoy my work most of the time and feel satisfied when I work	0 %	14.28 %	42.86 %	42.86 %	3.29	3
g. I consider myself persistent and I do not give up easily in challenging positions	0 %	0 %	37.50 %	62.50 %	3.63	4

5.5 Support at CCC

Table 5 shows how CCC chat employees experience the support they receive from support cell and colleagues in the department. 12.5 per cent disagree, 25 per cent partially disagree and 62.5 per cent partially agree, that departments support functions are easy to approach. 25 per cent disagree, 25 per cent partially disagree and 50 per cent disagree, that they received enough support and are encouraged at their work. 12.5 per cent disagree, 25 per cent partially disagree, 50 per cent partially agree and 12.5 per cent agree, that their suggestions and ideas are taken into account. 12.5 per cent disagree, 25 per cent partially disagree, 25 per cent partially agree and 37.5 per cent agree, that they are treated fairly and equally.

TABLE 5. Support at CCC (N=8)

Question	Disagree	Partially disagree	Partially agree	Agree	Average	Median
a. The support functions of the department are easy to approach	12.50 %	25 %	62.50 %	0 %	2.50	3
b. I receive support and I am encouraged in my work	25 %	25 %	50 %	0 %	2.25	2.5
c. I feel that my suggestions and ideas are taken into account	12.50 %	25 %	50 %	12.50 %	2.63	3
d. I am treated fairly and equally	12.50 %	25 %	25 %	37.50 %	2.88	3

5.6 State of change and transformation

Table 6 shows how the respondents experience the states of change in CCC. 12.5 per cent partially agrees and 87.5 per cent agree, that they have faced changes at their workplace in the past six months. 12.5 per cent partially disagree, 37.5 per cent partially agree and 50 per cent agree, that they apply new things and information to their work independently. 12.5 per cent disagree, 50 partially disagree and 37.5 per cent partially agree, that the transformation operations started in the organization are completed. 12.5 per cent disagree, 50 per cent partially disagree and 37.5 per cent partially agree, that the communication of change is consisted regardless of through where it is received. 12.5 per cent disagree, 50 partially disagree and 37.5 per cent partially agree, that they receive enough information or training concerning the new things that change will bring. 37.5 per cent partially disagree, 50 per cent partially agree and 12.5 per cent agree, that changes have had a positive impact on their work. 50 per cent partially agree and 50 per cent agree, that they relate positively to new things.

TABLE 6. States of change and transformation (N=8)

Question	Disagree	Partially disagree	Partially agree	Agree	Average	Median
a. The support functions of the department are easy to approach	12.50 %	25 %	62.50 %	0 %	2.50	3
b. I apply new things to my activities independently	0 %	12.50 %	37.50 %	50 %	3.38	3.5
c. I feel that the different transformation works in the organization are completed	12.50 %	50 %	37.50 %	0 %	2.25	2
d. Communication about transformation is consistent regardless of through where I receive it	12.50 %	50 %	37.50 %	0 %	2.25	2
e. I get receive information/training about the new things that change will bring	12.50 %	50 %	37.50 %	0 %	2.25	2
f. The changes have had a positive impact on my work	0 %	37.50 %	50 %	12.50 %	2.75	3
g. I react positively to new things	0 %	0 %	50 %	50 %	3.50	3.5

The cross-tabulation is not necessary since the respondent group is small and it would not serve the cause of this study for the target company.

The maximum value of the questionnaire is four. Answers are divided into four groups: disagree (value 1), partially disagree (value 2), partially agree (value 3) and agree (value 4). The higher the value, the better the experienced result.

Table 7 shows the independent average of each category and the total average of the whole questionnaire.

Work control	3.1
Work community	3.4
Competence, motivation and trust	3.5
Support from the department (colleagues and support functions)	2.6
State of change and transformation	2.9
All the parts	3.1

TABLE 7. Average of each category and the total average of the whole questionnaire.

6 CONCLUSIONS

This thesis has familiarized with the well-being at work. A quantitative data from a survey of CCC chat sales agent has been used for the empirical part of this thesis. The response rate of the survey was 100 per cent. According to the result of the survey, the respondents are overall satisfied with their work. The results are reflected to the Five Elements of Well-being at Work (Manka 2015, 106), which was the base of the theoretical framework.

Individual (Competence, motivation and trust) – result 3.5 out of 4

The respondents are most satisfied with themselves as individuals. This highlights the difficulty of work in a positive way and a subjective view of the respondents, that CCC is a good place for personal and occupational growth.

Work community (Work community) – result 3.4 out of 4

An individual is not able to be himself or herself unless the work community creates space for personal growth. Results show, that the respondents can openly communicate with their colleagues to give and receive feedback. Respondents are willing to help each other order to benefit the work community. The overall atmosphere at CCC is open and positive.

Work (Work control) – 3.1 out of 4

The benefits of self-direction and self-organization can be noticed in this section. Respondents feel they have are not controlled, which means they have freedom in their work and know what the employer expects from them. The negative side is, the respondents' feeling of goal setting towards their own work is quite low. This can be seen as mistrust from the employer. As mentioned in the theoretical part, the working environment is important especially amongst people working in the chat channel. Results show, that this is also an area for improvement. It is possible, that the results of the working environment might be different if the survey was not sent during the time of the coronavirus.

Organization (State of change and transformation) – 2.9 out of 4

Changes are constant, especially in the ICT-sector, where the target company operates. Results show, that the respondents have experienced a lot of changes during their time at Telia. They are adaptive and manage work and develop their skills during times of change. During an era of constant changes, communication is key. Results show, that there is room for improvement for communication. Communication can be inconsistent and there can be a lack of communication or training concerning changes.

Leadership (Support from department – colleagues and support functions) – 2.6 out of 4

In 2017 direct manager roles were given up and CCC adopted a shared leadership model, which was based on self-direction and self-organization. When the model was adopted, a support cell was established as stated in the theoretical part. The experience of the respondents towards leadership in the department received the lowest result from the questionnaire. Self-direction and self-organization can bring both positive and negative outcomes.

All of the respondents have worked in an era when CCC had direct managers. Currently, there is no single dedicated person, who has a similar role to an old manager role. This can be seen as a lack of support. Respondents feel they don't have a direct path to seek support. Results also show, that it can be difficult to approach the current support cell and respondents' needs or ideas are not taken into account.

To conclude the results of the quantitative survey, the chat sales agents are overall satisfied with the state of well-being at work at CCC. Respondents experience themselves as professionals and it is shown as high satisfaction with well-being at work in the individual's point-of-view. The freedom and autonomy at work are especially seen as positive. The state of the work community is also good. Chat sales agents feel they can be open and honest in their work community. Results show, that the respondents are satisfied with their work and can manage their workload. There is room for improvement in the area of overall communication in the organization and department. Chat sales agents feel, there is not enough convergent communication and training, in transformation. Another area for improvement is the leadership at CCC, which is experienced unclear amongst the respondents. The difficulty is to approach the support cell and adequate support is not felt to be available enough. This can lead to the experience of mistreatment and inequality in the department, as results show.

The value of personnel is important to every organization, because the majority of expenditures are generated from salaries. Developing well-being at work is an on-going process. In order for personnel well-being at work to be perceived as a strategic success factor, there must be a way to demonstrate its connection to the organization's operational success.

Well-being at work, the development of well-being at work and productivity are interrelated, so well-being at work also affects the success of organizations. Examining the effects of systematic development based on economic indicators, it has been possible to show that large-scale development increases employees' well-being at work and reduces sick leave and the number of early retirements. This increases efficient working hours and improves productivity. (Elo, Ervasti & Kuokkanen 2010; Vanhala & Stenius 2013.)

Instead of individual measures to increase well-being at work and its development, it should be lead systematically and comprehensively. The majority of organizations in Finland do not systematically develop well-being at work as part of their strategy. (Ilmarinen 2020, 1).

The Leadership of well-being at work is not only important for prolonging careers. There should be considering what kind of added value increasing well-being at work has towards customer satisfaction, growth for innovation or corporates image of social responsibility.

6.1 Validity and reliability

The empirical part was based on widely distinguished theories. The data collected for the study is anonymous and directly from CCC chat sales agents themselves. The questionnaire was evaluated by four people and one of them was the department manager of CCC. The questionnaire was updated from the comments from the evaluators and the final evaluation was made with the department manager of CCC, who ordered this research. Because of these factors, the thesis and the results are considered valid and reliable.

6.2 Suggestion for future research

This research creates a basis for upcoming studies. The upcoming studies could create concrete measures to develop the well-being at work amongst chat sales agents at CCC and objects for change, which the target company can use and develop in the future. The target company can also create and develop an operating model based on this research.

7 SUMMARY

The objective of this thesis was to examine how Telia Corporate Customer Care chat service agents in Lahti unit experience their well-being at work. The need for this research became apparent when Telia Corporate Customer Care wanted to study the current situation of well-being amongst customer service agents working in chat customer channels.

The first chapter presented the background, chosen research methods, goals and research question of the thesis in detail. The second chapter introduced general theories related to well-being at work. The main approach was five elements of well-being at work by Manka (2015, 106). The chapter also included information concerning the relationship between well-being at work and organization's financial success. Chapter three introduces the reader to chat as a modern customer service tool. This chapter also discusses about chat from the aspect of well-being at work.

The theoretical framework presented the background for the empirical part of the thesis. Chapter four introduced the needs and goals of the research. This was followed by presenting the quantitative survey. The survey was executed to collect data for the main research question. Chapter five presented the data from the questionnaire.

The research question was answered and the thesis was concluded in the final chapter. Also, the validity and reliability were discussed and suggestion for further research was presented.

The thesis reached its objectives since it answered the research question. The CCC chat sales agents are overall satisfied with their well-being at work in Lahti department. They were the most satisfied with themselves as individuals, which reflects their expertise. Respondents experienced the work itself and the work community also empowering. Freedom and autonomy at work are seen as positive. There is room for improvement in the area of overall communication in the organization and department. Another area for improvement is the leadership at CCC, which is experienced unclear amongst the respondents. The difficulty is to approach the support cell and adequate support is not felt to be available enough.

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APPENDICES

Appendix 1. Five Elements of Well-being at Work (Manka 2015, 106).



Appendix 2. Original questionnaire in Finnish

Chat työntekijöiden kokemus työhyvinvoinnista ja tukitarpeista**1. Kuinka kauan olet työskennellyt yrityksessä?**

- ☐ Alle 1 vuotta
- ☐ 1-5 vuotta
- ☐ 6-10 vuotta
- ☐ 11-15 vuotta
- ☐ Yli 16 vuotta

2. Työn hallinta

	Eri mieltä	Osittain eri mieltä	Osittain samaa mieltä	Samaa mieltä
a. Voin työskennellä riittävän itsenäisesti ja vapaasti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Koen pärjääväni työssäni ja tiedän, mitä minulta odotetaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Voin vaikuttaa työtäni koskevien tavoitteiden asettamiseen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Työympäristö: Voin keskittyä riittävästi työhöni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Työyhteisö

	Eri mieltä	Osittain eri mieltä	Osittain samaa mieltä	Samaa mieltä
a. Työpaikallamme on hyvä ilmapiiri	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Autan mielelläni työtovereitani onnistumaan omissa tehtävissään	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Toimin aktiivisesti yhdessä kollegoiden kanssa tavoitteiden saavuttamiseksi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Annan ja otan mielelläni palautetta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Osaaminen, motivaatio ja luottamus

	Eri mieltä	Osittain eri mieltä	Osittain samaa mieltä	Samaa mieltä
a. Tunnen omat vahvuuteni ja kehittämiskohteeni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Otan mielelläni vastaan uusia tehtäviä ja haasteita	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Voin käyttää työssäni osaamistani monipuolisesti ja sitä hyödynnetään työyhteisössä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Uskallan ilmaista omat mielipiteeni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Olen yleensä tyytyväinen työsuoritukseni ja saavutuksiini työssä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Nautin työstäni useimmiten ja tunnen itseni tyytyväiseksi tehdessäni työtä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Olen mielestäni sinnikäs enkä luovuta helposti haasteellisissa tehtävissä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Osaston tuki (kollegat ja tukitoiminteet)

	Eri mieltä	Osittain eri mieltä	Osittain samaa mieltä	Samaa mieltä
a. Osaston tukitoiminteita on helppo lähestyä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Saan tarpeeksi tukea ja minua kannustetaan työssäni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Koen, että ehdotuksiani ja ideoitani otetaan huomioon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Minua kohdellaan oikeudenmukaisesti ja tasapuolisesti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Muutostilanteet

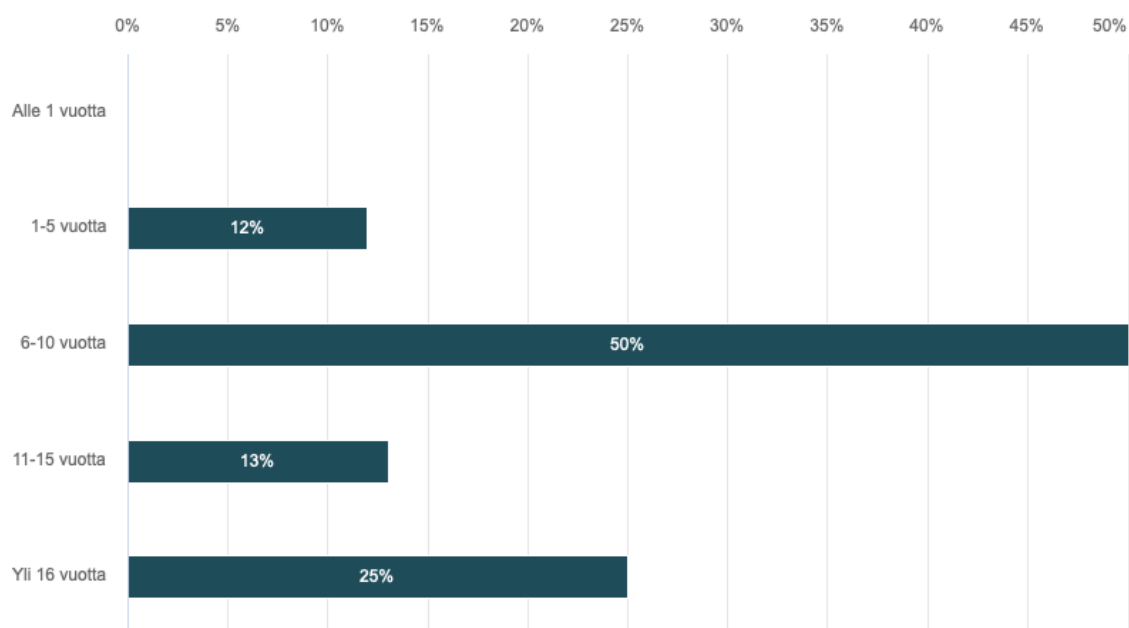
	Eri mieltä	Osittain eri mieltä	Osittain samaa mieltä	Samaa mieltä
a. Olen kohdannut muutostilanteita työpaikallani viimeisen puolen vuoden aikana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

b. Sovellan uusia asioita toimintaani itsenäisesti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Koen, että organisaatiossa muutostyöt viedään loppuun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Viestintä muutoksesta on yhtenevää riippumatta siitä, mitä kautta vastaanotan sen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Saan tarpeeksi tietoa/koulutusta muutoksen tuomista uusista asioista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Muutoksilla on ollut positiivisia vaikutuksia työhöni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Suhtaudun myönteisesti uusiin asioihin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 3. Original results of the questionnaire in Finnish

1. Kuinka kauan olet työskennellyt yrityksessä?

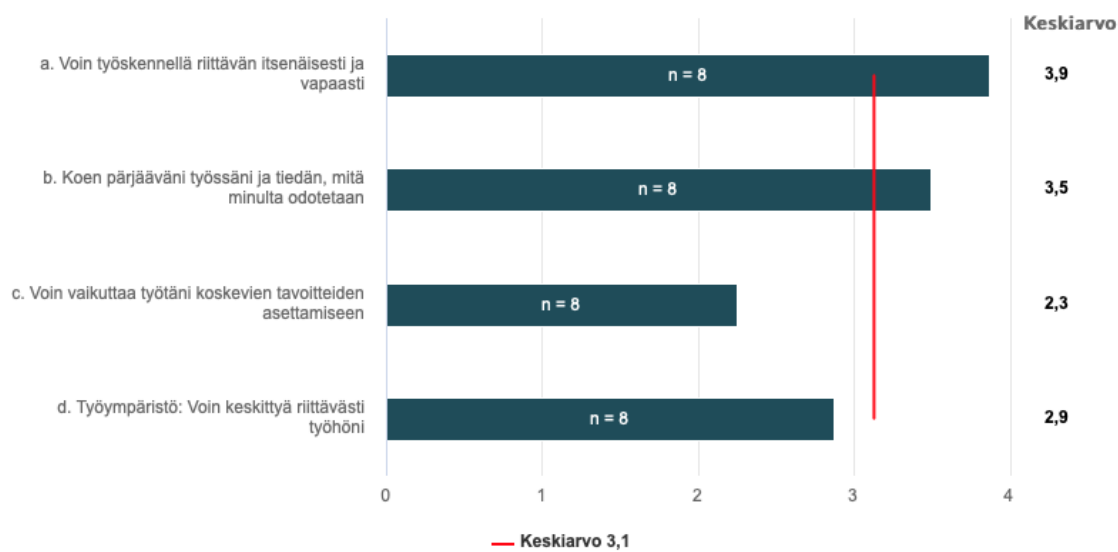
Vastaajien määrä: 8



	n	Prosentti
Alle 1 vuotta	0	0%
1-5 vuotta	1	12,5%
6-10 vuotta	4	50%
11-15 vuotta	1	12,5%
Yli 16 vuotta	2	25%

2. Työn hallinta

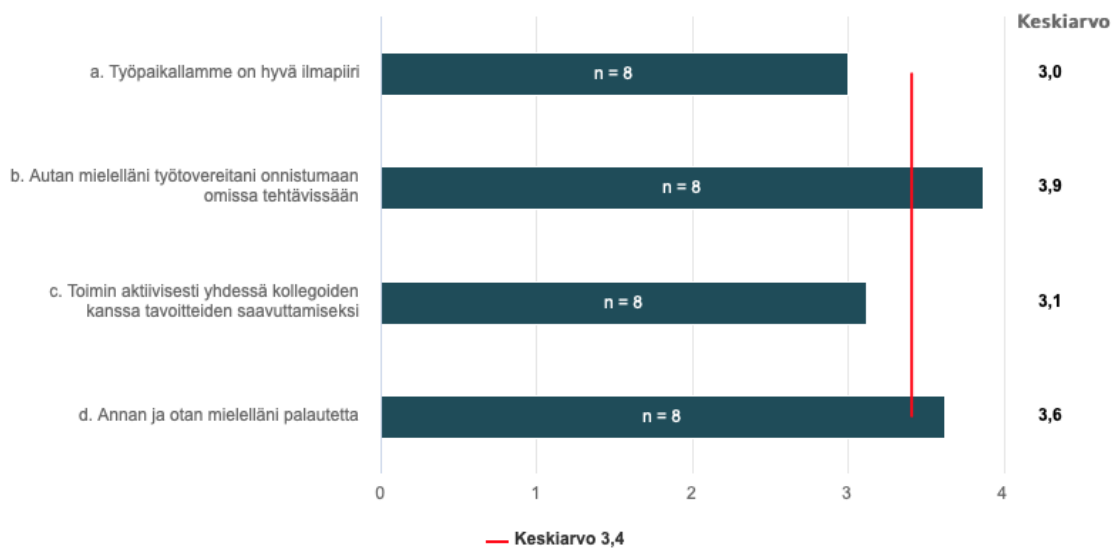
Vastaaajien määrä: 8



	Eri mieltä	Osittain eri mieltä	Osittain samaa mieltä	Samaa mieltä	Keskisarvo	Mediaani
a. Voin työskennellä riittävän itsenäisesti ja vapaasti	0%	0%	12,5%	87,5%	3,88	4
b. Koen pärjääväni työssäni ja tiedän, mitä minulta odotetaan	0%	12,5%	25%	62,5%	3,5	4
c. Voin vaikuttaa työtäni koskevien tavoitteiden asettamiseen	12,5%	50%	37,5%	0%	2,25	2
d. Työympäristö: Voin keskittyä riittävästi työhöni	0%	37,5%	37,5%	25%	2,88	3

3. Työyhteisö

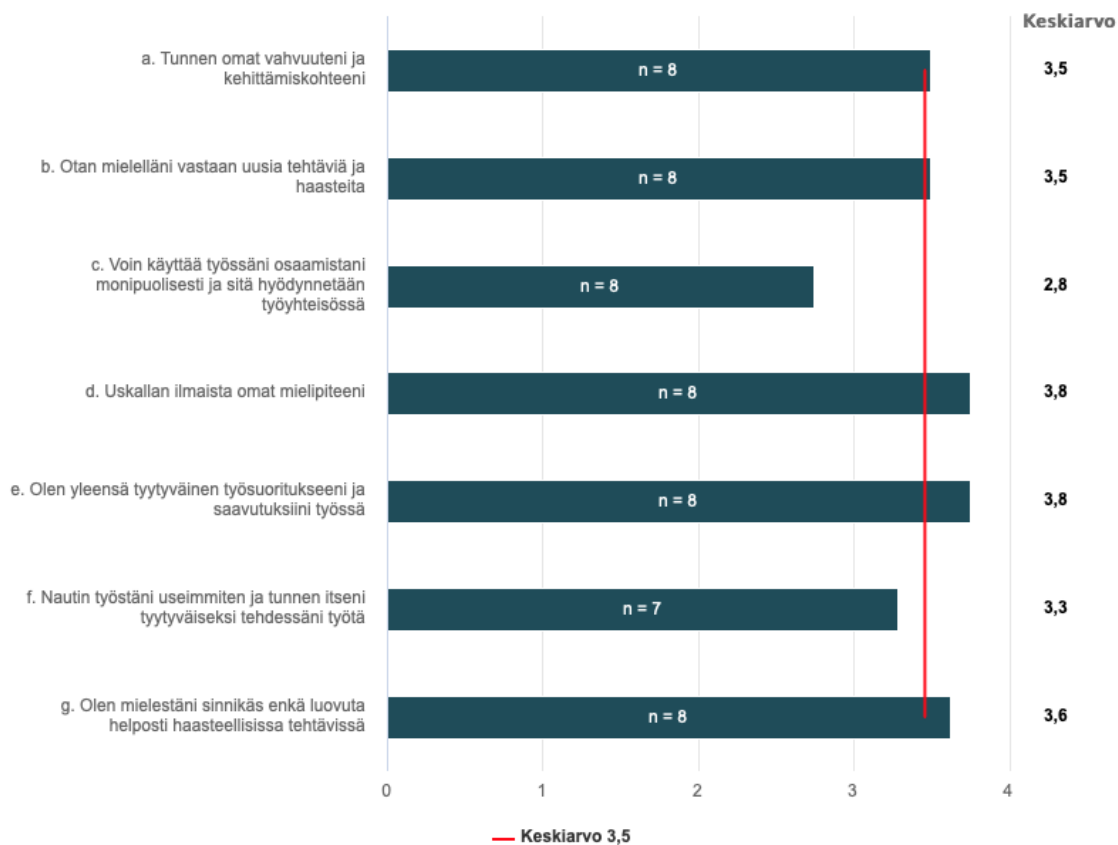
Vastaajien määrä: 8



	Eri mieltä	Osittain eri mieltä	Osittain samaa mieltä	Samaa mieltä	Keskisarvo	Mediaani
a. Työpaikallamme on hyvä ilmapiiri	12,5%	12,5%	37,5%	37,5%	3	3
b. Autan mielelläni työtovereitani onnistumaan omissa tehtävissään	0%	0%	12,5%	87,5%	3,88	4
c. Toimin aktiivisesti yhdessä kollegoiden kanssa tavoitteiden saavuttamiseksi	0%	12,5%	62,5%	25%	3,13	3
d. Annan ja otan mielelläni palautetta	0%	0%	37,5%	62,5%	3,63	4

4. Osaaminen, motivaatio ja luottamus

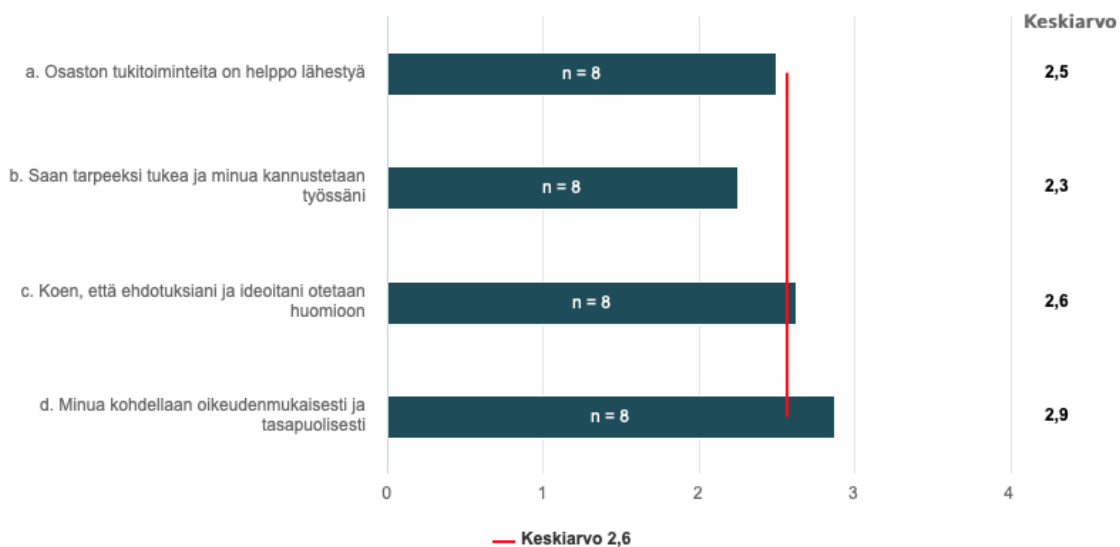
Vastaajien määrä: 8



	Eri mieltä	Osittain eri mieltä	Osittain samaa mieltä	Samaa mieltä	Keskiarvo	Mediaani
a. Tunnen omat vahvuuteni ja kehittämiskohteeni	0%	0%	50%	50%	3,5	3,5
b. Otan mielelläni vastaan uusia tehtäviä ja haasteita	0%	0%	50%	50%	3,5	3,5
c. Voin käyttää työssäni osaamistani monipuolisesti ja sitä hyödynnetään työyhteisössä	0%	50%	25%	25%	2,75	2,5
d. Uskallan ilmaista omat mielipiteeni	0%	12,5%	0%	87,5%	3,75	4
e. Olen yleensä tyytyväinen työsuoritukseeni ja saavutuksiini työssä	0%	0%	25%	75%	3,75	4
f. Nautin työstäni useimmiten ja tunnen itseni tyytyväiseksi tehdessäni työtä	0%	14,28%	42,86%	42,86%	3,29	3
g. Olen mielestäni sinnikäs enkä luovuta helposti haasteellisissa tehtävissä	0%	0%	37,5%	62,5%	3,63	4

5. Osaston tuki (kollegat ja tukitoiminteet)

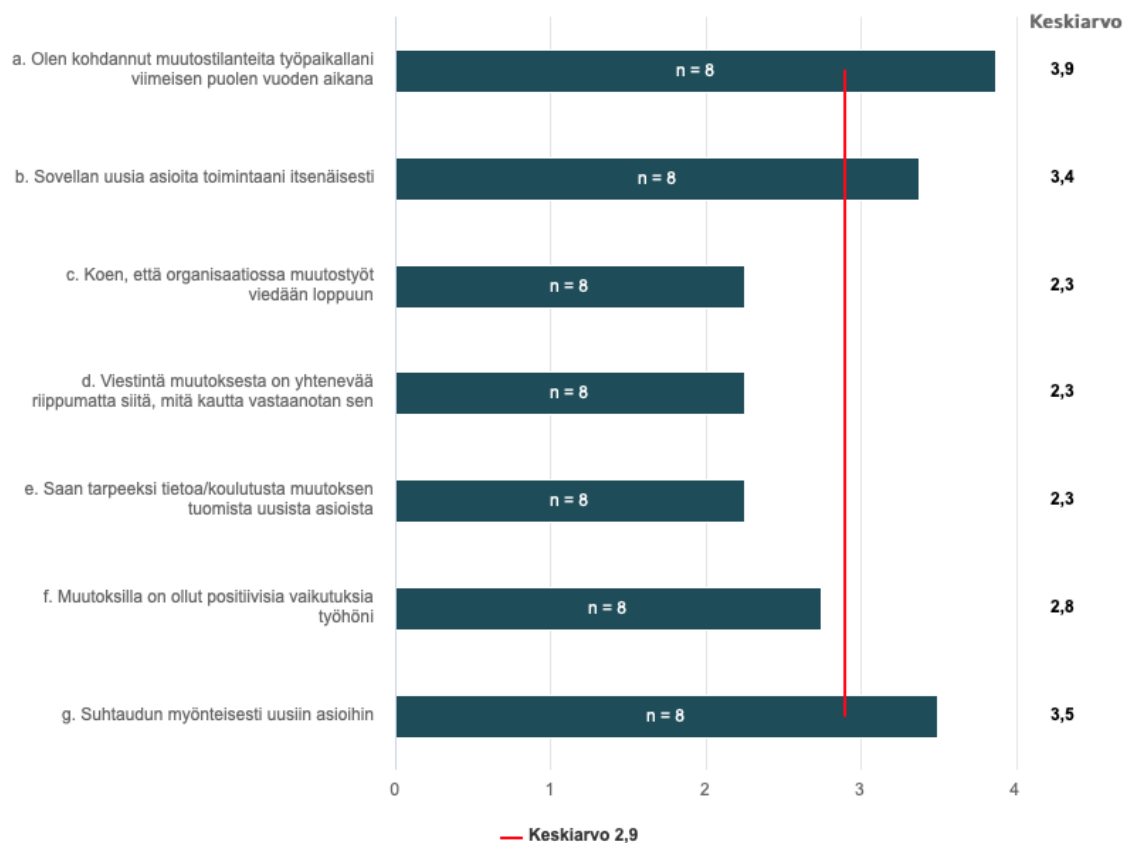
Vastaajien määrä: 8



	Eri mieltä	Osittain eri mieltä	Osittain samaa mieltä	Samaa mieltä	Keskiarvo	Mediaani
a. Osaston tukitoiminteita on helppo lähestyä	12,5%	25%	62,5%	0%	2,5	3
b. Saan tarpeeksi tukea ja minua kannustetaan työssäni	25%	25%	50%	0%	2,25	2,5
c. Koen, että ehdotuksiani ja ideoitani otetaan huomioon	12,5%	25%	50%	12,5%	2,63	3
d. Minua kohdellaan oikeudenmukaisesti ja tasapuolisesti	12,5%	25%	25%	37,5%	2,88	3

6. Muutostilanteet

Vastaajien määrä: 8



	Eri mieltä	Osittain eri mieltä	Osittain samaa mieltä	Samaa mieltä	Keskiarvo	Mediaani
a. Olen kohdannut muutostilanteita työpaikallani viimeisen puolen vuoden aikana	0%	0%	12,5%	87,5%	3,88	4
b. Sovellan uusia asioita toimintaani itsenäisesti	0%	12,5%	37,5%	50%	3,38	3,5
c. Koen, että organisaatiossa muutostyöt viedään loppuun	12,5%	50%	37,5%	0%	2,25	2
d. Viestintä muutoksesta on yhtenevää riippumatta siitä, mitä kautta vastaanotan sen	12,5%	50%	37,5%	0%	2,25	2
e. Saan tarpeeksi tietoa/koulutusta muutoksen tuomista uusista asioista	12,5%	50%	37,5%	0%	2,25	2
f. Muutoksilla on ollut positiivisia vaikutuksia työhöni	0%	37,5%	50%	12,5%	2,75	3
g. Suhtaudun myönteisesti uusiin asioihin	0%	0%	50%	50%	3,5	3,5